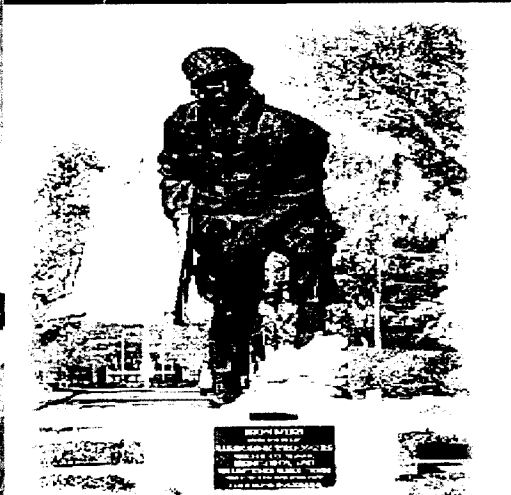
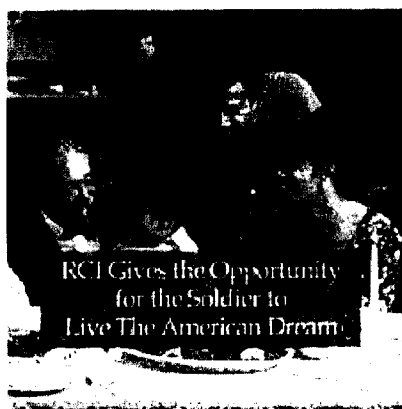


Army Installation Strategic Plan



March 2005

Army Installation Strategic Plan

Table of Contents

Introduction.....	3
Objectives.....	4
1 - Right size and place.....	5
1.1 - Reshape the overall structure of installations within the United States to better match current and future missions with joint warfighting needs.....	5
1.2 - Reshape the structure of installations abroad to better align with emerging threats.....	6
1.3 – Manage our land, water, and air space resources to preserve range and operational capabilities, preventing encroachment.....	7
1.4 - Improve land use compatibility to satisfy training and readiness requirements.....	8
1.5 - Eliminate excess and obsolete facility inventories to reduce life cycle costs.....	9
1.6 - Eliminate existing space or capacity deficits, to reduce ineffective and expensive work around conditions.....	10
1.7 - Improve the joint use and utilization rate of physical assets and related base services to optimize life-cycle investments and reduce overhead.....	10
2 - Right quality.....	11
2.1 – Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence and to optimize the investment over a service life.....	11
2.2 - Restore the overall readiness of existing facilities to at least Q-2 status, on average, to improve mission support.....	11
2.3 – Eliminate inadequate permanent party barracks, to improve the quality of life for Service members.....	12
2.4 - Provide adequate base services support to fully execute the installation's mission.....	13
3 - Right safety and security.....	14
3.1 - Protect installation assets against terrorist and criminal threats to maintain mission capability.....	14
3.2 – Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness.....	15
3.3 - Cleanup of property contaminated by hazardous substances, pollutants, and military munitions.....	16
4 - Right resources.....	21
4.1 - During this period of change, due to ongoing assessments of installation assets to change our global posture, allocate funding sufficient to sustain existing and forecasted assets – before planning to acquire new assets that entail additional unfunded requirements.....	21

4.2 - Optimize the balance of funding for base services and investment in facilities to minimize migration of funds during execution.....	22
4.3 – Privatize facilities and services (to include personnel) when economical and while maintaining adequate mission support.....	23
5 - Right tools and metrics.....	24
5.1 – Develop requirements for information management systems that are compliant with the DoD Business Enterprise Architecture.....	24
5.2 - Implement common tracking and reporting of facility, environmental, and workforce resources, conditions, limitations and liabilities to support integrated and sustainable asset management.....	25
5.3 - Implement new management systems based on the “plan-do-check-act” framework of the International Standard for Environmental Management Systems (ISO 14001) to manage the environment, safety and occupational health aspects of the mission worldwide.....	25
Conclusion.....	26

Introduction

The Army Installation Strategic Plan is the companion to the 2004 Defense Installation Strategic Plan. The Army's plan highlights how it will support its Soldiers with high standards for quality of life and modern infrastructure to enable the force to fulfill its strategic roles and missions while the Army is at war and transforming.

Today's Army has four overarching interrelated strategies centered on people, forces, quality of life and infrastructure. These strategies guide our transformation by:

- Providing relevant, ready land power to support the combatant commanders;
- Training and equipping Soldiers to serve as warriors and growing adaptive leaders;
- Attaining quality of life and well-being for our people that match the quality of their services; and
- Providing infrastructure to enable the force to fulfill its strategic roles and missions.

Army installations are the hometowns of Army combat power. The Army lives, works and trains across 179 installations with a population of 482,400 active, 205,000 USAR, 350,000 National Guard soldiers and over 235,000 civilians. The Army maintains over 15 million acres of land, 57,700 miles of roads, 445 million square yards of paved surfaces other than roads, 2,801 miles of railroad track, 134 fixed wing and 619 helicopter airfields, 47,744 miles of electric, gas, water and sewer lines and almost 1 billion square feet of building space. The plant replacement value of the Army's real property holdings exceeds \$241 billion.

Installations are essential to the Army achieving its three goals: to win the war, transform the Army and secure resources needed to accomplish the first two. Our Army installations must take up the challenge to support a wartime Army by developing a culture of innovation that increases both our agility and productivity. We must seek every opportunity to improve our effectiveness and identify efficiencies that will power our ability to support emerging operational and support mission requirements while maintaining our covenant with the American Soldier – our primary focus and the centerpiece of all that we do as an Army.

Transforming our installation business practices is necessary to the long-term health of the Army. It will maximize the use of human and financial resources toward accomplishing our warfighting and people support missions. Installations have been working aggressively to streamline our business operations and practices. We will focus our efforts on identifying and divesting ourselves of functions no longer relevant to our current or future missions, foster a culture of innovation to increase organizational agility and continue to examine to correct mix of military and civilian positions across all installation mission areas.

As the Army continues to transform itself, what follows is its plan to ensure Army installations are the right size and place, right quality, have the right safety and security, while executing the right resources.

Objectives

1 - Right size and place: Locate, size and configure Army installations and installation assets to meet the requirements of today's and tomorrow's force structure.

Objective 1.1: Reshape the overall structure of installations within the United States to better match current and future missions with joint warfighting needs.

Overview: The Army is transforming to a modular force structure to meet national security needs from an asymmetrical enemy threat and Global War on Terror (GWOT). This transformation to the brigade combat teams as the major deploying unit structure, and that structure being self sufficient requires us to relook how our installations are configured. Installations must be able to support new and different equipment, training, and deployment requirements. At the same time, approximately 70,000 troops will be restationed from overseas back to Continental United States (CONUS) installations. This reshaping includes both active and reserve components. It is also occurring under the specter of BRAC 2005 and must accommodate decisions resulting from it.

1. Actions underway and planned
 - Army Power Projection Platform (AP3) Focused Program
 - Transformation (facility and infrastructure changes based on new requirements)
 - Base Realignment and Closure (BRAC) 2005 analyses
 - Temporary stationing of the first 10 Army Modular Force (AMF) brigades
 - Combatant Commanders, in coordination with G-3, prepared initial restationing plans to support the national defense strategy
2. Goals
 - Station the active component AMF (includes constructing required facilities and reconfiguring training lands/ranges as required to accommodate the transformed force)
 - Construct or reconfigure existing facilities to accommodate transforming the ARNG to a modular force
 - Construct or reconfigure existing facilities to accommodate transforming the USAR to a modular force
 - Implement all related BRAC 2005 decisions affecting the AMF
 - Improve and modernize mobilization/deployment facilities as required
 - Restation troops from overseas to CONUS
3. Benchmarks
 - Station the active component AMF by fiscal year (FY)11
 - Complete necessary installation support actions including readiness centers, to transform the ARNG to a modular force by FY09
 - Complete necessary installation support actions to transform the USAR to a modular force by FY11
 - Implement BRAC 2005 decisions by FY11

- Restation 70,000 troops from overseas to CONUS by 2011

4. Performance Metrics

- All units converted to modular force structure are provided adequate facility and training land/range support
- All BRAC 2005 realignment or stationing actions are complete
- Overseas unit restationing plans are completed and necessary military construction (MILCON) programmed
- Revised installation Real Property Master Plans are approved

Objective 1.2: Reshape the structure of installations abroad to better align with emerging threats.

Overview: To better support the Combatant Commanders and how the Army will fight in the future, the Army is transforming to a more mobile, deployable modular force structure. This concept reshapes how we are stationed overseas. The Army will become predominantly CONUS based. There will be fewer overseas main operating bases (permanent bases), with more forward operating sites (warm facilities with limited US military presence). Combatant Commanders will have the deployment flexibility they need while reducing Army's footprint overseas.

1. Actions underway and planned

- Combatant Commanders prepare and coordinate master plans indicating where the force should be stationed overseas
- Efficient Basing Grafenwoehr (EBG), Germany
- Land Partnership Plan (LPP) and Yongsan Relocation Agreement, Korea

2. Goals

- Establish main operating bases, forward operating sites in accordance with Combatant Commanders warfighting concepts
- Minimize overseas footprint of permanent bases
- Return 70,000 troops to CONUS
- Verify need for current location of, relocate, or establish new sites for prepositioned stocks

3. Benchmarks

- Reduce Army footprint in Korea to seven main operating bases
- Restation units from 13 small German communities to Grafenwoehr, Germany (a main operating base) and close 12 of the bases
- Establish three additional main operating bases in Europe
- Combatant Commanders submit their master plans for review by Congress with the President's FY06 budget

4. Performance Metrics

- Planning complete to accomplish LPP and the Yongsan Relocation Agreement by 2008 and any necessary DD Forms 1391 for MILCON submitted

- Completion of EBG by FY08
- DOD submittal of Combatant Commanders' master plans with FY06 budget

Objective 1.3: Manage land, water, and air space resources to preserve range and operational capabilities, preventing encroachment.

Overview: The Army is developing a campaign plan for Integrated Natural Resources Management Plans (INRMPs). Our vision is for the Army to be a national leader in natural resources management through integrated natural resources management planning that sustains our military mission, supports soldiers and their families, complies with natural resources laws, and conserves and rehabilitates our significant natural resources, which are held in public trust.

The campaign plan is consistent with the Army environmental strategy and policy statement and supports the Army Campaign Plan by providing access to Army ranges and enabling soldiers to have maximum access to land for training through sound natural resources management. This emphasizes that environmental and operational sustainability represents a vital component of the Army's mission. Its purpose is to improve integrated natural resources planning in order to (1) support mission readiness by maintaining the availability of training lands, (2) manage natural resources for soldier and Army family quality of life, (3) comply with natural resources conservation laws, (4) conserve and rehabilitate the natural resources held in public trust, and (5) ensure relevant natural resources information is available to managers.

The INRMP Campaign Plan sets a path to (1) assure integrated natural resources management plans successfully support the army's readiness mission, compliance with natural resources laws, and stewardship through enhanced program policy and guidance, and (2) improve information sharing with external stakeholders and general public.

1. Actions underway and planned

- Assure integrated natural resources management plans successfully support the Army's readiness mission, compliance with natural resources laws, and stewardship through enhanced program policy and guidance
- Re-evaluate INRMPs based on current Army criteria for determining installations that require INRMPs
- Develop and implement INRMP program guidance
- Develop and implement standard INRMP format
- Issue Army policy/guidance for INRMPs
- Determine the responsible organization for funding various aspects of INRMP implementation
- Develop a training course on Sikes Act and development and implementation of an INRMP
- Develop or modify monitoring systems for INRMP planning or execution

- Develop means to track and report all major funds programmed, budgeted, and executed to implement INRMPs
- Modify Environmental Quality Report (EQR) to ensure proper monitoring of INRMP execution
- Incorporate Reimbursable Programs Tracking System information into EQR reports
- Develop and publish protocols for assessing INRMP implementation and Sikes Act compliance during Environmental Program Assessment System field assessments
- Monitor pending legislation/regulation, identify and comment on emerging requirements that may impact the Army's mission
- Integrate INRMP Program Policy into Army Regulation 200-1

2. Goals

- Improve information sharing with external stakeholders and general public
- Improve the lead-time to identify USFWS/NOAA-Fisheries listing and critical habitat actions and associated management actions
- Enhance Army Natural Resources Outreach

Objective 1.4: Improve land use compatibility to satisfy training and readiness requirements.

Overview: Army installations were initially established in areas that were not densely populated. The installations were centers of employment thereby encouraging surrounding community growth. Today, many Army installations are encountering the encroachment of local community growth that is impacting installation mission accomplishment. These installations have also undergone substantial change with the stationing of new units, changing of training requirements, and fielding of new equipment, which in turn are impacting the surrounding local communities. The resolution of these encroachment issues is through compatible land use development.

Several programs exist to assist local governments in making land use decisions that are compatible with operations at Army installations. Each of these policies (Air Installation Compatible Use Zone; Joint Land Use Studies; sustainment of Ranges and Operating Areas, and leveraging the right mix of innovative technologies to improve natural resource management) encourage active involvement and technical assistance in local land use planning processes to ensure concerns related to encroachment are shared and appropriately resolved.

Congress provided new authority (10 U.S.C. 2684a) in 2003 for the Military Departments to enter into agreements with private conservation organizations and state or local governments to limit incompatible uses or preserve habitat and eliminate or relieve environmental restrictions. Agreements under the new authority will allow private organizations to acquire, on a cost-shared basis, interests in properties near

military installations. Complimenting this new authority, each of the military departments are working to enhance the effectiveness of INRMPs, to sustain mission readiness while conserving and improving important natural resources.

1. Actions underway and planned
 - Army nominates installations annually for Joint Land Use Studies (JLUS)
 - Army has three approved Army Compatible Use Buffers (ACUB); seven additional installations have ACUB proposals currently being reviewed by HQDA for approval
 - All Army installations are preparing INRMPs
2. Goals
 - Assure installation Real Property Master Plans are complete and coordinated with surrounding local community development plans.
 - Have surrounding local communities establish compatible land use zoning that minimizes encroachment issues.
 - Establish off installation buffer zones where appropriate.
 - Where appropriate, establish off installation buffer zones under the ACUB program.
3. Benchmarks
 - JLUS studies completed where installation operations are threatened by encroaching local community development
 - Complete and implement INRMPs at all installations where required in partnership with U.S. Fish and Wildlife Service and State fish and game agencies
 - Coordinate all INRMPs with military trainers and testers, and incorporate and implement resulting project requirements in the INRMPs
 - Complete or review and update 100% of INRMPs as required by law and DoD policy (measure applies each fiscal year)

Objective 1.5: Eliminate excess and obsolete facility inventories to reduce life cycle costs.

Overview: Army closes and realigns bases and installations to best support the force structure for mission accomplishment in accordance with the National Military Strategy and Defense Planning Guidance under the BRAC law. In December 2001, the Assistant Secretary of the Army for Installations and Environment (ASA I&E) was directed to establish a divestiture action group with the objective of accelerating the disposal of non-BRAC excess properties. These actions reduce total cost of ownership to the Army. Properties are being sold, transferred via public benefit conveyances to state and local communities or transferred to other Federal Agencies. Early Transfer Authority and Guaranteed Fixed Price Remediation performance based contracting has also been used successfully. Legislatively directed transfers have also occurred.

1. Actions underway and planned

2. Goals

- Transfer 3,713 BRAC acres
- Transfer 17,263 non-BRAC acres
- Eliminate approximately 2.1 million square feet per year across the Program

Objective Memorandum (POM) using operation and maintenance funding

- Dispose equal amount of square footage for square footage being constructed

3. Benchmarks

- Achieve 90% of funded disposal of excess facility goals per FY across the POM

4. Performance Metrics

- % of total BRAC excess acreage disposed
- % of total Non-BRAC excess acreage disposed

Objective 1.6: Eliminate existing space or capacity deficits, to reduce ineffective and expensive work around conditions.

Overview: Army has an imbalance of assets at some locations. Space shortages or the lack of sufficient training grounds wastes money and reduces readiness. Typically military construction or leasing arrangements are programs to acquire needed assets. Army uses the Installation Status Report as a forecasting indicator to identify deficits.

1. Actions underway and planned

- Beginning in FY05 the Installation Status Report for Facilities (ISR Part I) will require installations to respond to various encroachment related impacts to training and testing ranges and maneuver lands

2. Goals

- Improve ISR quantity ratings (overall) to C-2 by 2023

3. Benchmarks

- Assure Army training lands and ranges are capable of supporting the assigned training and testing missions

4. Performance Metrics

- Quantity ratings should be C2 overall (C2 defined as 80% or greater of the required facilities and lands to be available to support Army requirements)

Objective 1.7: Improve the joint use and utilization rate of physical assets and related base services to optimize life-cycle investments and reduce overhead.

Overview: Opportunities exist for more efficient management and better utilization of national military assets by joint basing. Where military components have similar

missions or operations, the potential to collocate exists using the same lands or facilities. Where military component installations are contiguous, the potential exists to consolidate base services. These opportunities exist for active components as well as reserve components. Within Army opportunities may also exist to improve utilization of existing facilities as a result of BRAC realignment actions, restationing actions, and the use of the Enhanced Use Leasing (EUL) Program. The overall net effect of the actions will be more efficient and effective use of Army real property.

1. Actions underway and planned
 - Joint Services working group to develop common installation services definitions, standards and metrics
 - Joint Services working group to prepare a Department of Defense Directive (DoDD) and manual for delivery of common installation services
 - Joint Services working group to update Department of Defense Instructions (DoDI) 4000.19
 - As part of BRAC 2005, review Army installation capabilities to support Army and other military component requirements for like activities (training and research/development have the greatest potential) and potential realignment actions
 - Review Army installation facility utilization for potential EUL candidates
2. Goals
 - Identify and define common installation services and established delivery metrics then gain concurrence of all military components
 - Establish a process by which inter-service agreements can be prepared for the delivery of common installation services
 - Identify potential opportunities for collocating multi-service use of land or facilities
 - Identify underutilized facilities and potential ways of improving the utilization
3. Benchmarks
 - Approved DODD, DODD Manual and DODI 4000.19.
 - Approved definitions, standards, and metrics for common installation services
 - BRAC 2005 decisions
 - 10 EUL signed agreements
4. Performance Metrics
 - Have an approved DODD, draft DODD manual and DODI 4000.19 for the next budget cycle
 - Have common installation definitions, standards, and metrics completed by Dec 2005
 - Have a draft strategic plan for implementing BRAC decisions
 - # of EUL projects by end of fiscal year

2 - Right quality: Acquire and maintain joint installation assets to provide good, safe and environmentally sound living and working places, suitable base services, and effective support for Army's current and future missions.

Objective 2.1: Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence, and to optimize the investment over a service life.

Overview: The Army has committed to funding at least 90% of sustainment requirements for FY05 and beyond which should mitigate obsolescence and optimize facility service life.

1. Actions underway and planned
 - Commitment to ramp to 100% funding of facility sustainment requirements by FY08
2. Goals
 - Fully fund facility sustainment by FY05 to prevent further deterioration and enable capital investments to last their full life cycle
 - Achieve an annual 67-year facility recapitalization rate by FY07
3. Benchmarks
 - Fund 90% of facility sustainment requirements
 - Reach 67-year recapitalization rate annually
4. Performance Metrics
 - Facility sustainment funding level
 - Facility recapitalization rate

Objective 2.2: Restore the overall readiness of existing facilities to at least Q-2 status, on average, to improve mission support.

Overview: OSD, in its effort to standardize ratings, established Q-ratings which reflect the percentage of facility plant replacement value required to raise conditions to standard. The Army is transitioning to Q-ratings from C-ratings. Currently the Army is C-1 but lives and works on C-3 installations. The goal is to improve installation conditions to C-2 which translates to Q-2.

1. Actions underway and planned
 - Improve existing facilities by continuing programs such as the Barracks Renewal, Residential Communities Initiative and Focused Facility Strategy while fully funding sustainment and BASOPS requirements.
2. Goals
 - Improve overall facility quality to Q-2 through a balanced and affordable funding strategy to protect our investment in existing facilities, while overcoming existing quantity shortfalls that are essential to transforming the Army
 - Reduce facility deficits (Q-2 overall quality rating) by end of 2023
 - Valid Q ratings for all facilities by 2006 (year-end)

3. Benchmarks
 - Improvement in ISR ratings
4. Performance Metrics
 - Percent increase of overall facilities achieving Q2 ratings (measured annually)

Objective 2.3: Eliminate inadequate permanent party barracks, to improve the quality of life for Service members

Overview: As a sign of the Army's commitment to soldier well-being, modernizing unaccompanied personnel housing for our single enlisted soldiers is a high facility improvement priority. The program funds renovation of all required existing permanent party unaccompanied personnel housing as well as builds new facilities to the DoD 1+1 standard Army-wide

1. Actions underway and planned
 - Barracks modernization program
2. Goals
 - Provide barracks to the 1+1 standard or equivalent for 136,000 single Soldiers
3. Benchmarks
 - House Army's single Soldiers requirement at 1+1 standard by FY08

Note: Given demographic changes and 5,000 single Soldiers returning to undetermined United States locations under the Integrated Global Posture and Basing Strategy, a new target will be established pending the BRAC 2005 announcement.

4. Performance metrics
 - By FY06 fund 85% of the 136,000 Soldier requirements to be 1+1

Objective 2.4: Provide adequate base services support to fully execute the installation's mission.

Overview: Through centralized installation management, the Army has developed standards for base services to address adequacy to support the installation's mission.

1. Actions underway and planned
 - Execute Common Levels of Support (CLS), a tool designed to execute corporate level, prioritized funding distribution for Base Operations Support services as a means to effectively provide standard, quality BOS services within the available funding
 - Establish Standard Garrison Organization (SGO) to provide a common platform across all installations to improve installation management
 - Implement Interactive Customer Evaluation (ICE) as an information feedback system to collect and act upon customer reactions as to the adequacy of installation services

2. Goals

- Commitment to deliver excellent base services support within the available resources

3. Benchmarks

- Using a corporate wide Performance Management Review (PMR) process to measure and improve Agency performance. IMA's PMR framework consists of both a strategy component using the balanced scorecard and a service delivery component based on measures derived from Common Levels of Support (CLS).

4. Performance Metrics

- Full implementation of CLS by end of FY07
- Implement baseline SGO by end of FY07
- Full deployment of ICE at each installation by the end of FY06

3 – Right Safety and Security: Protect Army installation assets from threats and unsafe conditions to reduce risk and liabilities.

Objective 3.1: Protect installation assets against terrorist and criminal threats to maintain mission capability.

Overview: Since September 11, 2001, our awareness to the threat of terrorism has been heightened. We must improve our capabilities of identifying threats and sharing information. We must establish effective programs to counter the terrorism threat or at least react quickly in response to a terrorist attack.

1. Actions underway and planned

- Anti-terrorism/force protection focused program
- Use of contract security guards
- Fielding of Chemical Biological Nuclear and Radiological (CBRN) equipment and providing training in its use
- Establishing a pipeline for transmittal of intelligence information
- Implementing established force protection standards for site planning and construction

2. Goal

- Provide necessary installation force protection construction as required
- Prevent terrorists from entering installations
- Have a quick reaction capability with trained personnel and proper equipment at all "primary risk" installations should a CBRN attack occur
- Establish a quick response capability for sharing and transmitting intelligence information

3. Benchmarks

- Corrective actions have been implemented for identified potential vulnerabilities in force protection of our facilities on the installation
- CBRN equipment is available and teams are trained in its use
- Installations have established an intelligence program for recognizing and reporting possible threats

4. Performance Metrics

- The Real Property Master Plan identifies force protection vulnerabilities and corrective measures have been programmed
- Installation G-2 has an open hotline for threats
- Installations have programmed CBRN requirements
- HQDA has prioritized fielding of CBRN equipment per DoD guidance
- HQDA programs for operations and maintenance of CBRN equipment
- All MILCON will incorporate force protection as part of the design

Objective 3.2: Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness.

Overview: The Army Safety and Occupational Health Strategic Plan communicates the Army Leadership's commitment to the safety and health of our soldiers, their families and civilians and contractors and to the Secretary of Defense's efforts to reduce preventable accidents.

1. Actions underway and planned

- The Safety Coordinating Panel chartered the Driving Task Force with the Combat Readiness Center (Safety Center) as the lead to lay out a strategic plan for "Driving as a Life Skill," a holistic approach to driving
- The Army is developing POV accident prevention training that focuses on behavior problems and basic driving skills

2. Goals

- Provide safe and healthful places for soldiers and civilians to work and our soldiers and their families to live
- Ensure workplace and community safety and occupational health surveys are conducted, hazards identified and quantified, risk assessment codes assigned, and hazards abated
- Integrate safety, occupational health and risk management into Base Operations (BASOPS) planning processes
- Develop and resource an investment strategy for workplace accident prevention
- Ensure that hazard abatement costs, prioritized by risk assessment codes are factored into: Operations and Maintenance, Army; Operations and Maintenance, Army Reserve; Operations and Maintenance, Army National Guard; Operations and Maintenance, Defense Health Program; and Civil Works funding

- Develop a drivers training program that provides instruction on behavioral modification/aggressive driving, basic and advanced skill drivers training (skill enhancement), and both the basic and advanced skills training for motorcycle operators
- Plan, program, budget and execute adequate resources to ensure safe and healthy installations

3. Benchmarks

- Reduce civilian lost-time injuries/illnesses by 25% by the end of FY05
- Reduce cost associated with civilian lost-time injuries/illnesses through medical case management (MCM) by 5% across the Army in FY 05
- Reduce accidents by 50% (from FY 02 baseline) by the end of FY05 and by 75% by the end of FY08
- Have 85% of soldiers garrisoned at IMA installations receive POV safety training by the end FY05 and 100% by the end of FY06
- Reduce accidents by 50% (from FY02 baseline) by the end of FY05 and by 75% by the end of FY08

Objective 3.3: Cleanup of property contaminated by hazardous substances, pollutants, and military munitions.

Overview: Operations at active military installations and formerly used defense sites have left behind hazardous substances, pollutants, contaminants and in some cases military munitions. Two programs, the Installation Restoration Program and Military Munitions Response Program, address these contaminants. Both programs execute the following strategy:

- Address the worst sites first
- Designate future real property uses to determine level of response required
- Expedite the adoption rate of innovative technologies and management approaches
- Seek permanent remedies
- Facilitate property reuse and transfer, where appropriate

1. Actions underway and planned

- In the installation restoration program Army completed response actions at more than half of DoD's identified sites and initiated work at 95% of sites. The Military Munitions Response Program is in the "program build" phase and much work remains to be done.

2. Goals

- Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DOD activities
- Maintain relevant cleanup information in a permanent document repository

Active Installation Restoration:

2.1 Meet the 2014 Defense goal to achieve remedy in place (RIP) or response complete (RC) at all Installation Restoration Program (IRP) category sites

2.1.1 95% all IRP Category high relative risk sites at RIP/RC by 2007

2.1.2 100% all IRP Category high and medium relative risk sites at RIP/RC by 2011

2.1.3 100% all IRP Category sites at RIP/RC by 2012

2.2 Meet annual planned activities as projected in the Army Environmental Database for Restoration (AEDB-R).

2.2.1 90% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by the 2014 Defense goal (Green)

2.2.2 80% - 89% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by the 2014 Defense goal (Yellow)

2.2.3 Less than 80% of actual versus planned annual activities are met, or project that 1 or more sites will miss RIP/RC by the 2014 Defense goal (Red)

2.3 Achieve 10,123 out of 10,432 total restoration sites RIP/RC by end of FY07

2.3.1 9,840 restoration sites at RIP/RC in FY06

2.3.2 10,123 restoration sites at RIP/RC in FY07

2.3.3 10,432 restoration sites at RIP/RC by end of FY12

2.4 Attain installation RIP/RC for following number of installations

2.4.1 32 by end of FY06 (32% of current 101)

2.4.2 76 by end of FY09 (75% of current 101)

2.4.3 101 by end of FY12 (100% of current 101)

2.5 Complete all MMRP Site Inspections (SI) by the end of FY10

2.5.1 SI complete at 15% of installations by end of FY06 (24/162)

2.5.2 SI complete at 25% of installations by end of FY07 (40/162)

2.5.3 SI complete at 75% of installations by end of FY09 (121/162)

2.5.4 SI complete at 100% of installations by end of FY10 (162/162)

2.6 Develop MMRP funding strategy to meet program goals.

2.6.1 At least one hazard evaluation module of the Munitions Response Prioritization Protocol applied to all MMRP sites by end of FY10

2.6.2 All hazard evaluation modules of the Munitions Response Prioritization Protocol applied to all MMRP sites by the end of FY12

2.6.3 Response actions funded to address imminent public safety threats identified during the SI phase without affecting the Army's goal of completing all SIs by the end of FY10

2.6.4 Funding needs balanced to support land transfer goals at excess property installations with competing MMRP requirements

2.6.5 Inventory of non-DoD owned Army National Guard MMRP sites exists and is reconciled with the Army National Guard

2.7 For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching RIP/RC

2.7.1 Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress

2.7.2 Supervisory reviewers are being held accountable for the success of their subordinates in actively identifying and effectively resolving issues that could hinder reaching RIP/RC targets

2.7.3 An organization and an individual to be held accountable (via performance appraisals or other means) are identified for each site

BRAC Cleanup:

Note: The Department of Defense Financial Management Regulation establishes goals for the BRAC Installation Restoration Program and the BRAC Military Munitions Response Program as follows: for BRAC IRP, 100% of installations RIP/RC by the end of FY05; for BRAC MMRP, 100% of sites RIP/RC by the end of FY09. The targets and success indicators below represent "stretch" goals, given current funding and availability of commercial resources.

2.1 Facilitate BRAC property transfer and reuse by maintaining an inventory of contaminated sites and completing required environmental investigation in FY06

2.1.1 100% of CERFA parcels in environmental category 1-6 by end of FY06

2.2 Meet annual planned activities as projected in the Army Environmental Database for Restoration (AEDB-R)

2.2.1 90% or greater of planned annual activities met (Green)

2.2.2 80% to 89% of planned annual activities met (Yellow)

2.2.3 Less than 80% of planned annual activities met (Red)

2.3 Establish a target for the number of acres to transfer in FY06 during mid-year review in FY05. Ensure that acres projected for transfer in FY06 are environmentally suitable for transfer

2.3.1 90% of target acres transferred (Green)

2.3.2 80% to 89% of target acres transferred (Yellow)

2.3.3 Less than 80% of target acres transferred (Red)

2.4 Establish a target for number of acres to transfer in FY07 during mid-year review in FY06

2.5 Achieve restoration RIP/RC for ten (10) installations by the end of FY07

2.5.1 Six (6) installations at restoration RIP/RC at end of 1st quarter, FY06 (Alabama AAP, Bennett ARNG Training Area, Blue Grass Army Depot – Lexington Facility, Fort Ritchie, Hamilton Army Air Field, and Vint Hill Farms Station)

2.5.2 Four (4) installations at RIP/RC by end of FY07 (Army Research Laboratory – Watertown, Jefferson Proving Grounds, Oakland Army Base, Tooele Army Depot).

2.5.3 All but four (4) installations RIP/RC by end of FY11 (Pueblo Army Depot, Stratford Army Engine Plant, Fort Ord, Fort McClellan)

2.6 Achieve 1845 out of 1898 total restoration sites RIP/RC by end of FY07.

2.6.1 1830 restoration sites at RIP/RC in FY06

2.6.2 1845 restoration sites at RIP/RC in FY07

2.6.3 1898 restoration sites at RIP/RC by end of FY11

2.7 Complete all MMRP Site Inspections by the end of FY10.

FY06 2.7.1 Site Inspections complete at 50% of all installations by the end of

FY07 2.7.2 Site Inspections complete at 60% of all installations by the end of

2.8 Achieve MMRP RIP/RC for one installation by end of FY07

2.8.1 One (1) Installation at MMRP RIP/RC by beginning of FY06 (Fort Ritchie)

2.8.2 Two installations RIP/RC by end of FY11 (Fort Ritchie and Jefferson Proving Grounds)

2.9 For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching RIP/RC.

2.9.1 Program managers have procedures in place including periodic reviews with the installation supervisor and remedial project manager to identify and resolve issues that may impede progress.

2.9.2 Supervisors are being held accountable for the success of their subordinates in actively identifying and effectively resolving issues that could hinder reaching RIP/RC targets.

2.9.3 An organization and an individual to be held accountable (via performance appraisals or other means) are identified for each site.

Formerly Used Defense Sites (FUDS):

2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DOD activities. Maintain relevant cleanup information in a permanent document repository.

2.1 Develop an execution strategy to have remedy in place or response complete for the Installation Restoration Program (IRP) Category (throughout this document, IRP means HTRW and CON-HTRW projects, unless otherwise noted) portion of the FUDS program by FY2020.

2.1.1 All IRP projects projected to miss the FY2020 target identified at the end of each program year.

2.1.2 All IRP projects projected to miss the FY2020 target reviewed and evaluated for management alternatives during the mid-year in-progress review (IPR) using information from current and prior year end-of-year data.

2.2 Meet the FY2020 Defense goal to have a remedy in place (RIP) or be response complete (RC) for all IRP projects.

2.2.1 RIP/RC achieved at 50% of high relative risk IRP projects by end of FY2006.

2.2.2 RIP/RC achieved at 60% of all high relative risk IRP projects by end of FY2007.

2.2.3 RIP/RC achieved at 100% of high relative risk IRP projects by end of FY2011.

2.2.4 RIP/RC achieved at 60% of medium relative risk IRP projects by end of FY2011.

2.2.5 RIP/RC achieved at 85% of non-PRP NPL properties by end of FY2014 by completing 1 property per year beginning in FY2006.

2.2.6 100% of all IRP projects at RIP/RC by end of FY2020.

2.3 Achieve RIP/RC for 2145 out of 2678 total restoration projects by end of FY2007.

2.3.1 2066 restoration projects at RIP/RC in FY2006.

2.3.2 2145 restoration projects at RIP/RC in FY2007.

2.3.3 2678 restoration projects at RIP/RC by FY2020.

2.4 Meet actual versus planned activities on a quarterly basis as projected in the DASA(ESOH)-approved FUDS Annual Work Plan

2.4.1 90% and greater of planned annual activities met is Green

2.4.2 80% - 89% is Yellow

2.4.3 Less than 80% is Red

2.5 Achieve RIP/RC at 90 additional FUDS properties by end of FY07, based on end of FY05 property RIP/RC statistics (Property RIP/RC means all projects at that property are RIP/RC).

2.5.1 50 additional FUDS properties at RIP/RC by end of FY06

2.5.2 40 additional FUDS properties at RIP/RC by end of FY07

2.6 Continue to make progress completing CON/HTRW projects by programming up to 6% of the program funding each year through the POM years. CON/HTRW projects should contribute to property RIP/RC targets.

2.7 Continue to make progress completing BD/DR projects by programming up to 3% of the program funding each year through the POM years. BD/DR projects should contribute to property RIP/RC targets.

2.8 Establish annual workplan targets with quarterly milestones to achieve project RIP/RC.

2.8.1 90% and greater of the planned number achieved based on established quarterly milestones (Green).

2.8.2 80% - 89% is Yellow.

2.8.3 Less than 80% is Red.

2.9 Continue to refine the MMRP funding allocation from FY05 and through the POM. Plan to meet the OSD goal of completing all SIs by 2010 by obligating \$25 million in FY06 and \$25 million in FY07 toward the SI completion goal.

2.9.1 10% of SIs complete by the end of FY06.

2.9.2 30% of SIs complete by the end of FY07.

2.9.3 All SIs under the MMRP complete by the end of FY2010.

3.0 Continue to execute the FUDS Information Improvement Plan (FIIP); plan to complete the FIIP by the end of FY09. Maintain a permanent document repository of cleanup information for all 9,730 FUDS properties so that eligibility and cleanup information can be retrieved at any date in the future.

3.1 5,500 properties have Task 1 complete in FY2006.

3.2 7,300 properties have Task 1 complete in FY2007.

3.3 Land use controls are a part of the document repository

4.0 For each project, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching RIP/RC

4.1 HQ USACE program manager has procedures in place including periodic reviews with MSC FUDS program managers and District program managers to identify and resolve issues that may impede progress

4.2 District commanders accountable for the success of their subordinates in actively identifying and effectively resolving issues that could hinder reaching RIP/RC targets

4.3 An organization and an individual are identified and accountable (via performance appraisals or other means) for forecasting and attaining milestones toward reaching RIP/RC for each project

3. Benchmarks

- For environmental restoration on active installations:
 - 100% of high risk sites remedy-in-place (RIP) response complete (RC) by FY 2007
 - 100% of medium risk sites RIP/RC by FY 2011
 - 100% of low risk sites RIP/RC by FY 2014
- For environmental restoration on formerly used defense sites:
 - 100% of high risk sites RIP/RC by FY 2007
 - 100% of medium risk sites RIP/RC by FY 2011
 - 100% of low risk sites RIP/RC by FY 2020
- For environmental restoration on BRAC sites:
 - 100% of sites RIP/RC by FY 2005
- For the Military Munitions Response Program on active installations:
 - 100% of preliminary assessments by FY 2007
 - 100% of site inspections by FY 2010
- For the Military Munitions Response Program on BRAC installations:
 - 100% of sites RIP/RC by FY 2009.

4 – Right resources: Balance requirements and resources – money, people and equipment – to optimize life-cycle investments and reduce budget turbulence.

Objective 4.1: During this period of change, due to ongoing assessments of installation assets to change our global posture, allocate funding sufficient to sustain existing and forecasted assets – before planning to acquire new assets that entail additional unfunded requirements.

1. Actions planned and underway

- Barracks Improvement Plan (BIP) for single soldiers in the Army Modular Force
- Allocated \$250 million to execute BIP which will improve the quality of the barracks for single soldiers

2. Goals

- Fund installations adequately and equitably

3. Benchmark

- Fund installations at 90% of their sustainment requirements

Objective 4.2: Optimize the balance of funding for base services and investment in facilities to minimize migration of funds during execution.

Overview: Army's strategy is to corporately and equitably manage resources. This includes the adoption of a Standard Garrison Organization (SGO); using Common Levels of Support (CLS) to allocate resources for FY06; and continuing the implementation of activity based costing (ABC) to fruition as part of the overall cost management process during FY05.

1. Actions planned and underway

- Common Levels of Support (CLS) is the primary initiative for optimal allocation of funds within IMA.
- Project Priority System is operational and supports this objective

2. Goals

- IMA's goals are to fully fund the must fund Service Support Programs using BOS, and SRM if necessary. The IMA intent is to prevent any continuing and further migration of funds between BOS and SRM.

3. Benchmarks

- Resources are allocated equitably to all installations to provide consistent support. Every installation is funded to the same percentage of both sustainment and BOS requirements.

4. Performance metrics

- Installation Status Report ratings

Objective 4.3: Privatize facilities and services when economical and while maintaining adequate mission support

Overview: Housing privatization is an essential component in the Army's plan to eliminate inadequate housing by 2010. The residential communities initiative leverages Army assets and resources to enhance neighborhoods through design, ancillary facilities and infrastructure.

The Fiscal Year 2005 National Defense Authorization Act authorized an Army pilot program at two CONUS Army installations for purchasing municipal services. Those services include: refuse collection and disposal; library and recreation services; facility maintenance and repair; and utilities. The pilot authority expires 30 Sep 10

1. Actions planned and underway
 - Improve Army owned family housing to meet or exceed the condition of housing generally found in off post rental market
 - Forts Huachuca and Gordon are municipal services partnership pilot sites
2. Goals
 - Transfer Army owned housing to a private entity to construct, renovate and operate housing as market units using soldiers' basic allowance for housing as rent
 - Privatize all Army owned housed in the United States where economical
3. Benchmark
 - Privatize 41,360 houses prior to FY05
 - Privatize 18,945 units in FY05
 - Privatize 11,438 units in FY06
 - Privatize additional units where economical
4. Performance metrics
 - Number of units privatized

5 – Right tools and metrics: Improve portfolio management and planning by embracing best business practices, modern asset management techniques, and performance assessment metrics.

Objective 5.1 – Develop requirements for information management systems that are compliant with the DoD Business Enterprise Architecture.

Overview: DoD requires use of Department of Defense Architecture Framework (DoDAF) to document architectures. The National Defense Authorization Act of FY05 requires DoD justify business modernization using an architecture.

1. Actions planned and underway
 - Developing as-is architecture by Sep 05
2. Goals
 - Develop as-is and to-be architectures by end of FY05
 - Identify system redundancies for efficiencies
3. Benchmarks
 - Eliminate redundancies and consolidate systems
4. Performance metrics

- Number of systems consolidated

Objective 5.2: Implement common tracking and reporting of facility, environmental, and workforce resources, conditions, limitations, and liabilities to support integrated and sustainable asset management.

Overview: The Department's Business Management Modernization Program (BMMP) has developed version 1.0 of the enterprise architecture for all of DoD's business areas. Although version 1.0 sets the high-level vision for integrating information throughout the Department, it is not detailed enough to determine how environmental site information and real property inventory records should be integrated. Within the installations area, we give special emphasis to the area of real property inventory, including linking real property inventory to environmental liabilities. The Real Property Inventory Requirements (RPIR) clearly articulates the process for inventorying real property and for a future real property inventory system. Within the environmental area, the BMMP has created an integrated Environmental, Safety, and Occupational Health (ESOH) Domain.

1. Actions planned and underway
 - Implementing RPIR within our real property inventory system
2. Goals
 - Establish common condition reporting (Q-status) in the real property inventories
 - Establish an inventory (or inventories) of natural assets and sites with environmental requirements (FY 2006)
 - Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment,
 - Conduct response actions to address contamination resulting from past DOD activities
 - Maintain relevant cleanup information in a permanent document repository
3. Benchmarks
 - Q2 ratings
4. Performance metrics
 - Installation Status Report ratings

Objective 5.3: Implement new management systems based on the "plan-do-check-act" framework of the international standard for environmental management systems (ISO 14001) to manage the environmental, safety and occupational health aspects of the mission world-wide.

Overview: In April 2002, we issued policy guidance requiring that each DoD Component adopt an Environmental Management System (EMS) that meets requirements of Executive Order (EO) 13148 – Greening the Government through

Leadership in Environmental Management – and encourages incorporation of safety and occupational health in the overall management system framework. An EMS is used to identify, prioritize, and reduce risks to the mission and the environment. We issued EMS implementation metrics in January 2003, and implementation is well underway throughout DoD. The DoD Components have identified 624 “appropriate facilities” (installations and other DoD operating locations and organizations) at which EMS will be implemented. As of the February 2004, approximately 312 DoD facilities have initiated EMS implementation by issuing EMS policies, and 33 DoD facilities have an EMS in-place (see Figure 7).

1. Actions underway and ongoing
 - As a result of the EO 13148 requirement for implementation of EMS at all “appropriate” federal facilities by December 31, 2005, the DoD EMS initiative serves as the first step in the development of analogous safety and health management system initiatives. We are preparing policy guidance to set the Department on a course of action to expand the scope of the EMS to include safety and occupational health.
2. Goals
 - Implement Environmental Management Systems (EMS) at all appropriate facilities to meet DoD and Component environmental policies (December 2005)
 - Implement Safety and Occupational Health Management Systems (SOH MS) at all appropriate locations subject to DoD and Component safety and occupational health policies. (FY08).
3. Benchmarks
 - Environmental Management System (EMS) milestones compliance by FY09
 - Use the installation’s mission-focused ISO 14001 EMS to continually upgrade performance of the active installation cleanup program
 - Use the USACE’s mission-focused ISO 14001 EMS to continually upgrade performance of the FUDS cleanup program
4. Performance metrics
 - EMS milestones reported through Army Environmental Quality Report (EQR).

Conclusion

While the Army is transforming, we are building and refining processes that make us more efficient. BRAC 2005 and the Global positioning of our forces will afford us opportunities to tailor our installations, as multi-dimensional platforms, to provide the right capabilities and essential missions at optimum capacity. Concurrently we will be good stewards of the environment, both in excessing of property as well as sustaining new and enduring infrastructure. The Army is keeping its focus on Soldiers and their families first. Barracks, family housing, schools, morale, welfare and recreation services are integral to the well-being of our all-volunteer force. Our installations remain relevant and ready, focused on tomorrow while meeting the commitments of today.